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WorkScape 2010

Boom vs. Bust

**Margaret Regan
Towers Perrin**



- **Workplace of Future**
- **Workforce of Future**
- **Managing
Generational Differences**

WorkScape 2010 Quiz

- What percent of the 46 million Americans aged 18-29 say they are members of Generation X?
a) 5% b) 10% c) 25% d) 50% e) 75%
- What percent of American households currently fit the Ozzie and Harriet model (breadwinner father, homemaker mother, 2.4 children)?
a) 5% b) 10% c) 15% d) 20% e) 25%
- What percent of families will be two-income families by 2000?
a) 25% b) 35% c) 55% d) 65% e) 75%

WorkScape 2010 Quiz

- What percent of American households will have computers by 2010?
a) 40% b) 50% c) 60% d) 70% e) 80%
- What percent of Americans believe leisure is more important than work?
a) 11% b) 21% c) 31% d) 41% e) 51%
- What percent of Americans use their free time to recuperate from work?
a) 54% b) 64% c) 74% d) 84% e) 94%

The image is a composite of two distinct scenes. The left half features a dark, starry space background with a bright, glowing blue and white light source, possibly a star or a distant planet, creating a lens flare effect. The right half shows a large, silver, retro-style rocket with a glass-enclosed upper section, being launched from a sandy, desert-like landscape. The rocket is emitting a large plume of smoke and fire from its base. In the background, there are some small, simple buildings and a few tiny figures of people, suggesting a remote or frontier location.

Workplace of the Future

WorkScape 2010

Networked Economy

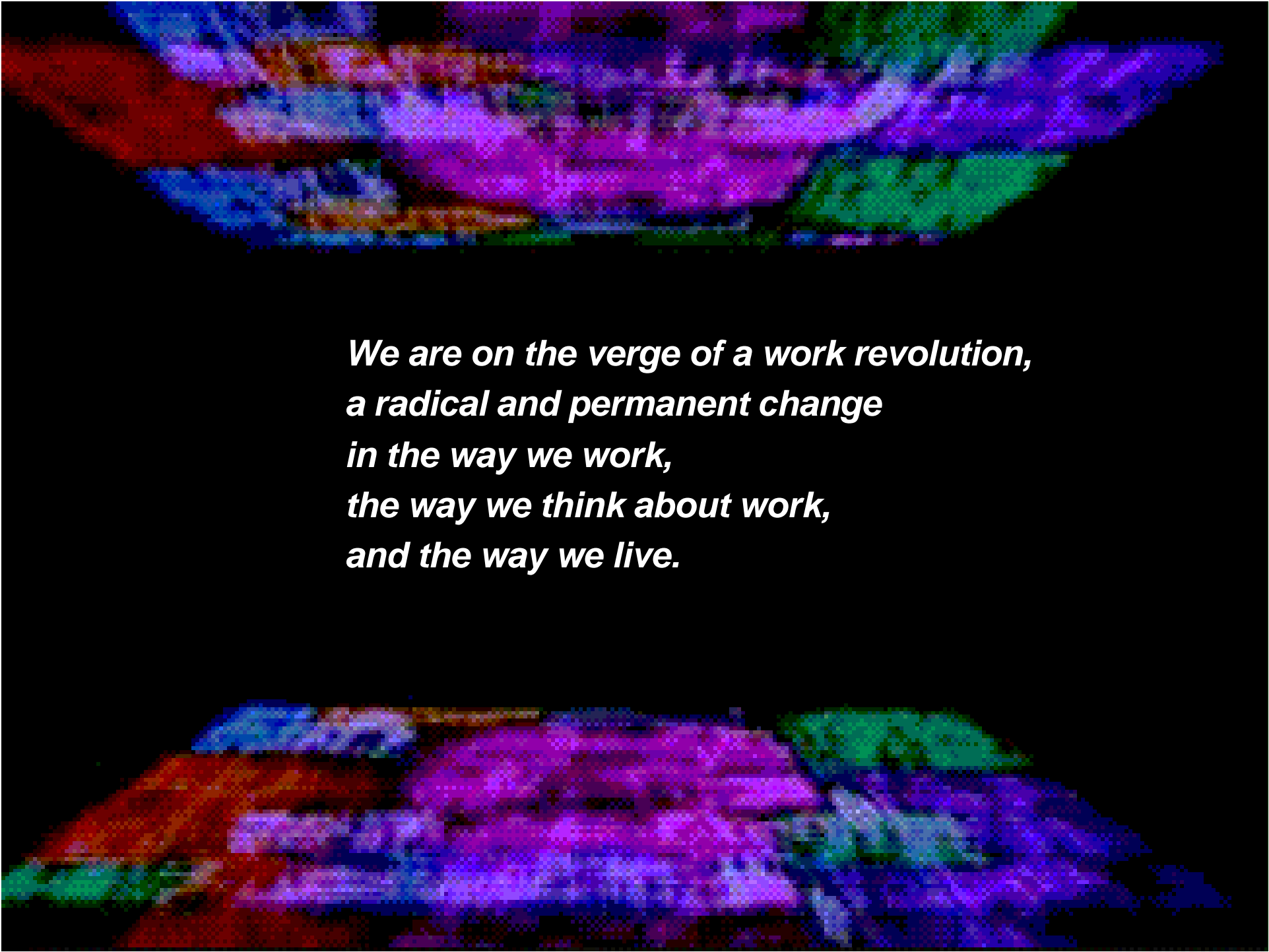
Technology Changes Where and How We Work

Wired World

**PC Supplanted by Network
-- Information Appliances**

**Pervasive Computing
-- Embedded in cars, houses, clothes**



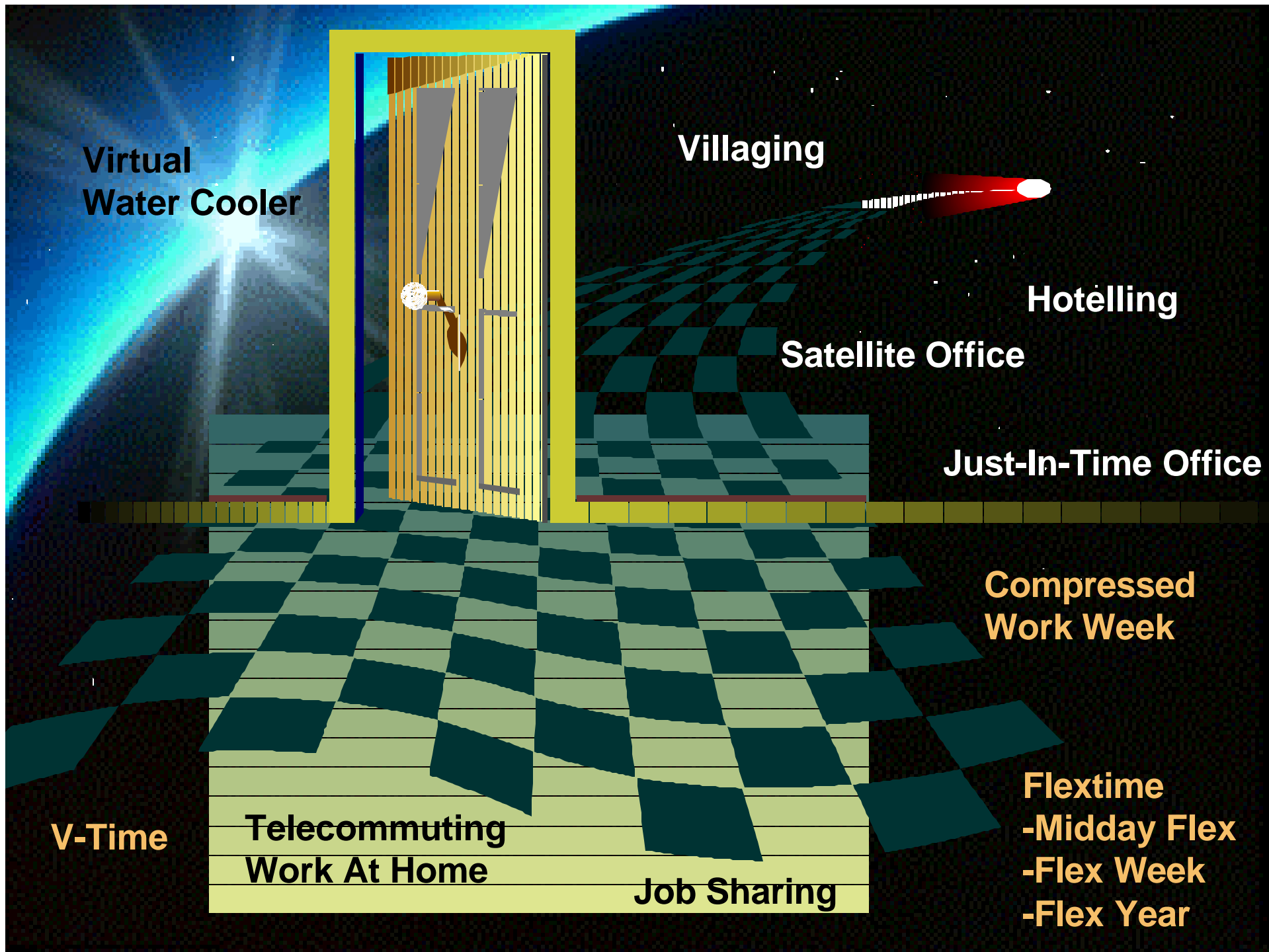


*We are on the verge of a work revolution,
a radical and permanent change
in the way we work,
the way we think about work,
and the way we live.*

A surreal digital illustration. In the center-left, a bright yellow door with a gold handle is slightly ajar, revealing a dark interior. The floor is a checkered pattern of dark teal and light green squares, which recedes into a black void. A comet with a long, glowing red and orange tail streaks across the upper right portion of the black space. The overall scene has a dreamlike, otherworldly quality.

To Just-In-Time Offices

From Alternative Work Arrangements



**Virtual
Water Cooler**

Villaging

Hotelling

Satellite Office

Just-In-Time Office

**Compressed
Work Week**

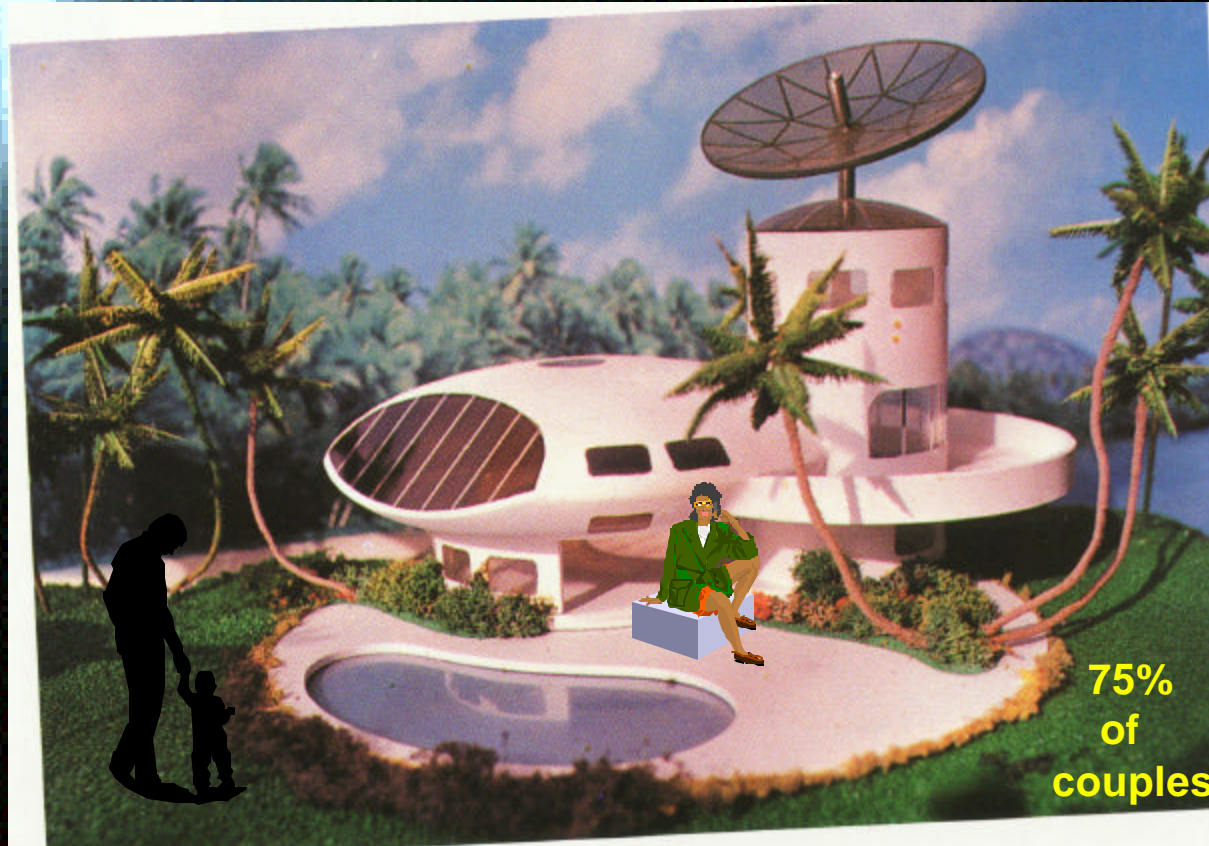
Flextime
-Midday Flex
-Flex Week
-Flex Year

Job Sharing

**Telecommuting
Work At Home**

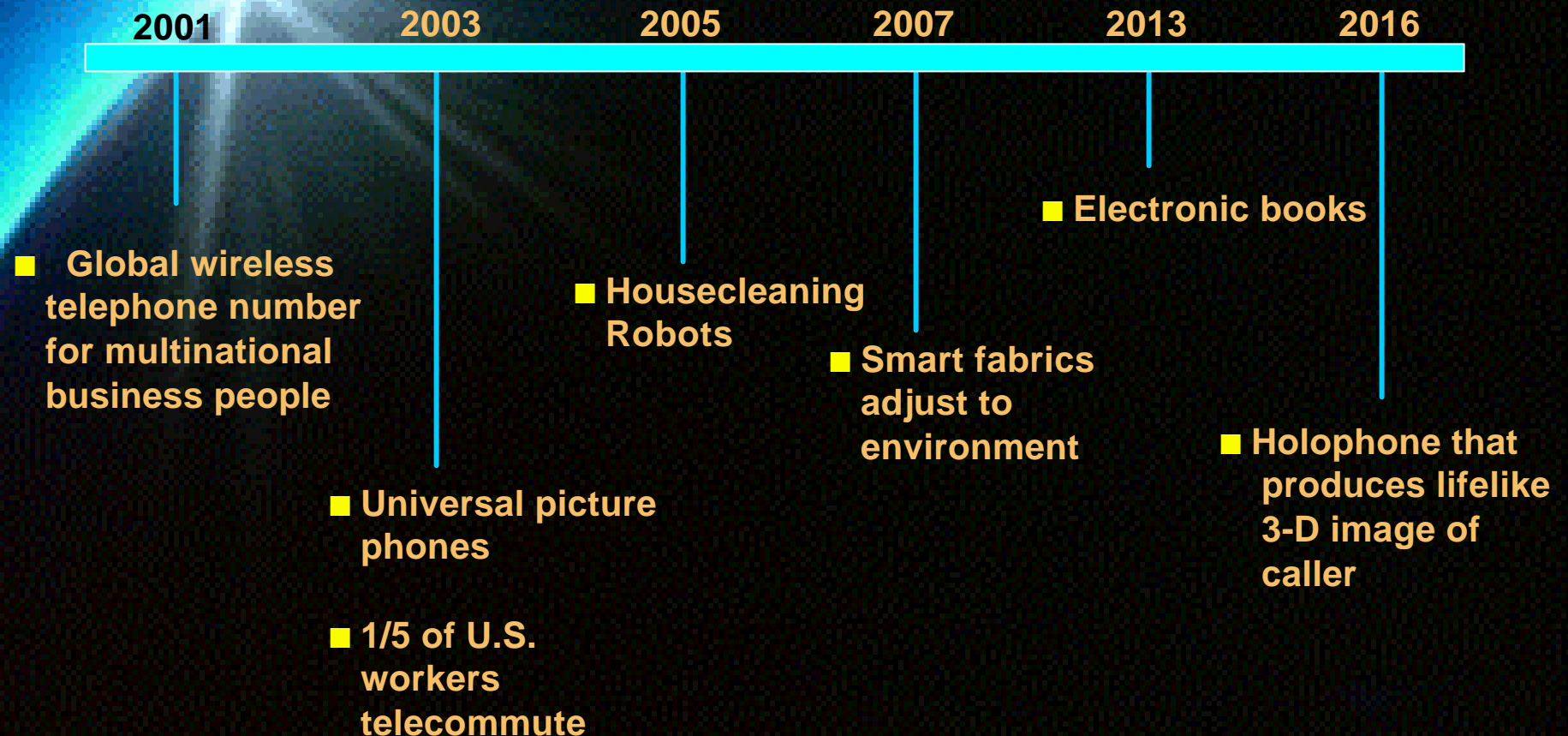
V-Time

Two-income Families



70% of households will have computers
Family pressure to work from home will increase

Future Technologies Bring Work and Life Together

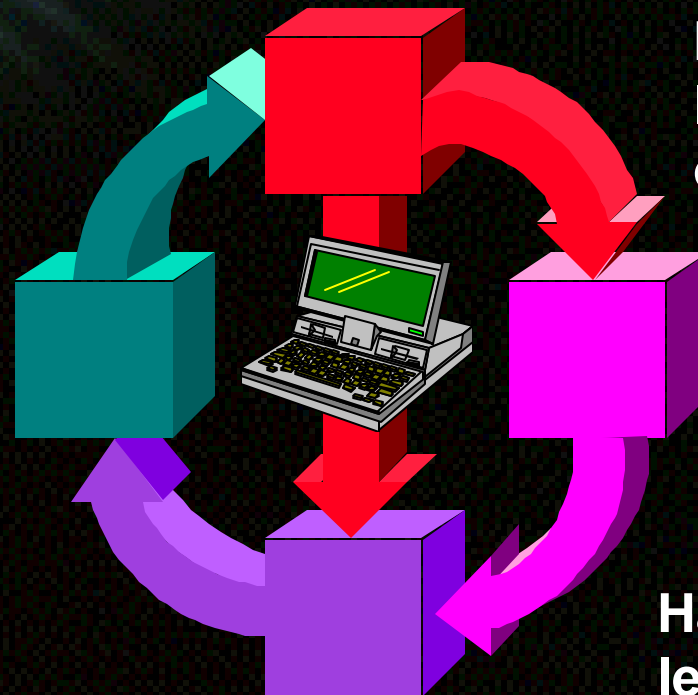


Source: *Reality Check*, Wieners & Pescovitz

New Information-based Organization Models

Non-hierarchical,
more organic

Movement from
line to staff = from
one strategic resource
to another



New career tracks:
greater responsibility
for parts of business

Half the management
levels and 1/3 the
number of managers

Organization Changes

**“Old girl” network
increasingly effective
in upper management**



**Computers and information
management systems increases
span of control from 6 to 21 ee's**



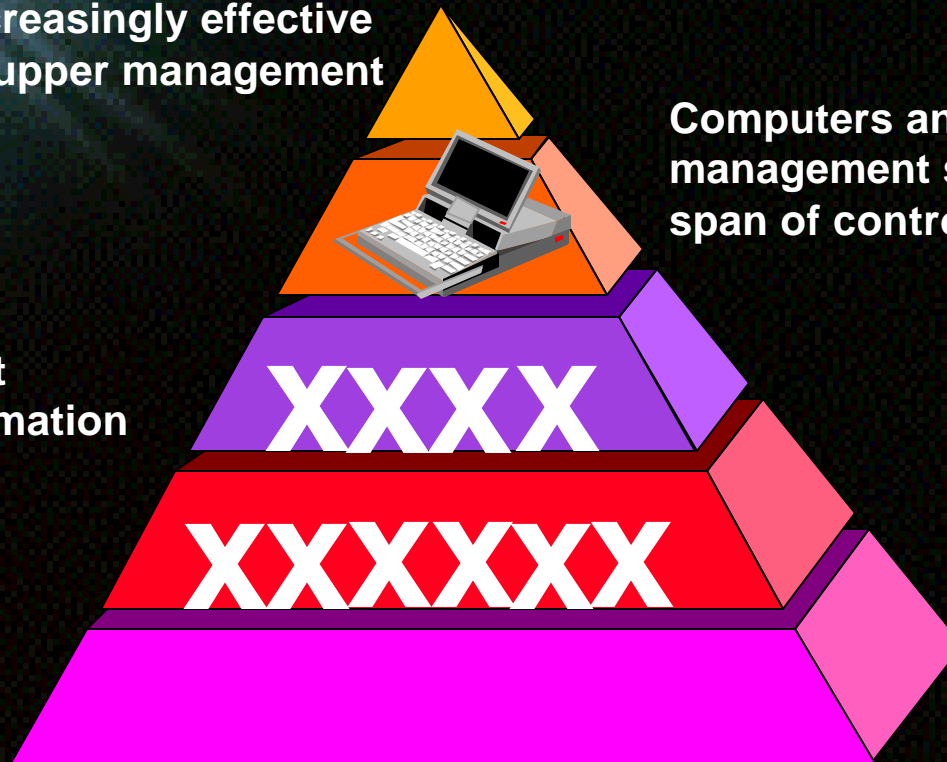
**Middle management
disappears as information
flows directly up**

XXXXX

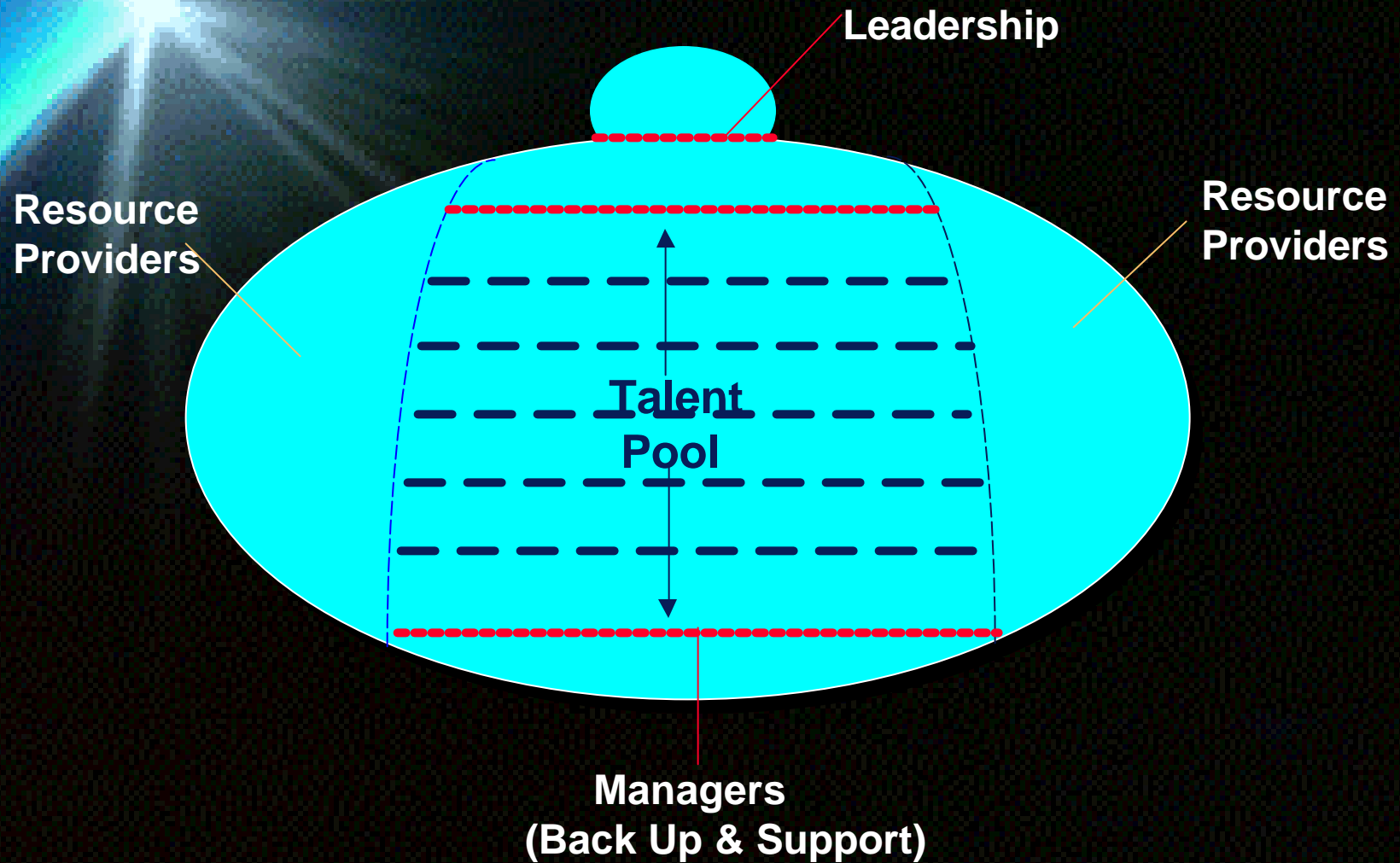
XXXXXXXXXX

**Workforce diversity =
competitive advantage**

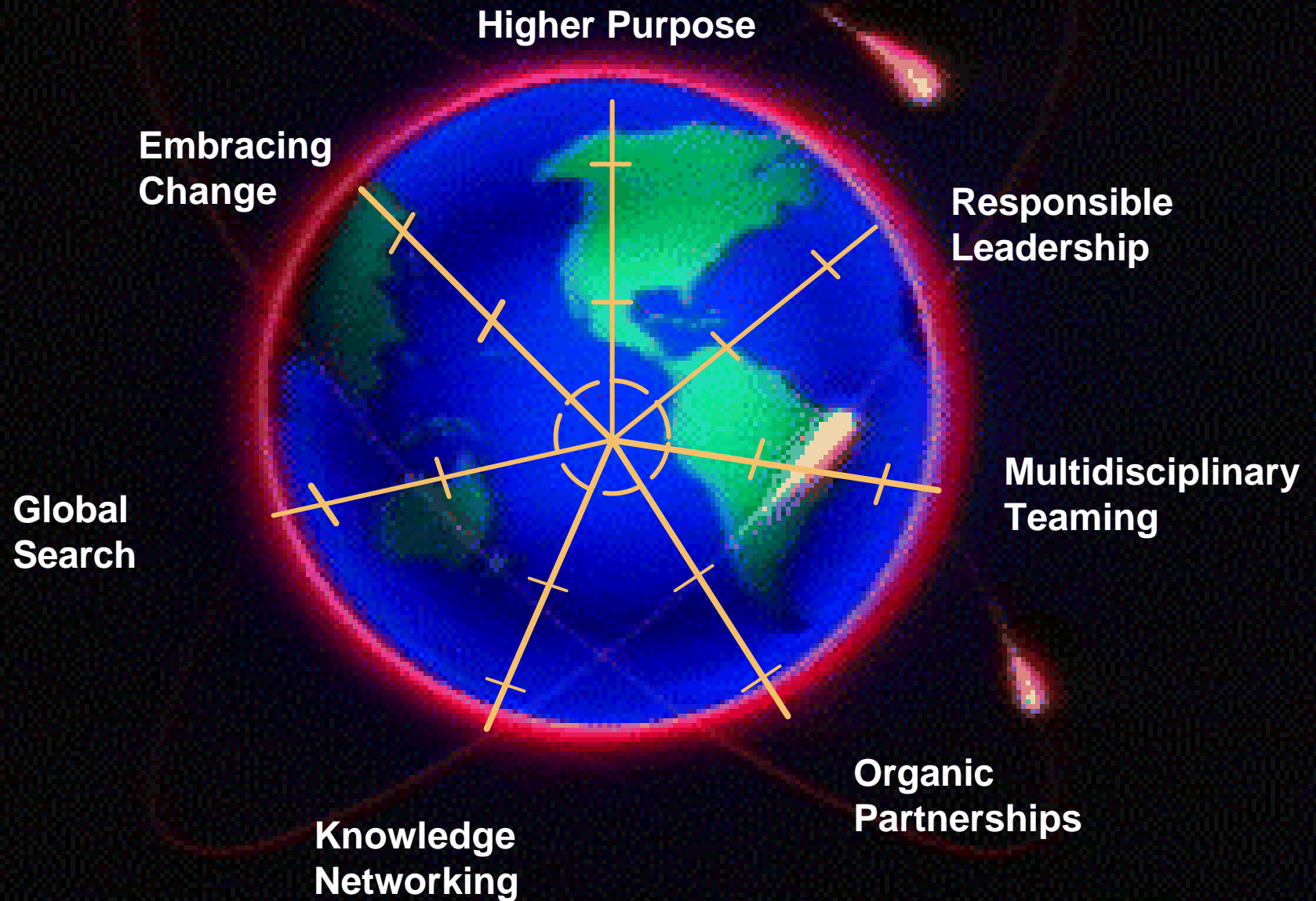
**Cybertech allows front-line
workers to communicate with CEO**



Future Organization Structures



Organization of the Future: New Capabilities



Source: Drucker Foundation



Commit to a Higher Purpose

- Move beyond mission and vision to the values and meaning that make people really want to get to work in the morning
- Even more important for Generation X--link their personal sense of purpose to the corporate purpose
- *“We are doing this because we believe in the interconnection between liberating the talents of our people and business success.”*
 - Bob Haas, Levi Strauss
- *“Ten years from now, we want magazines to write about GE as the place..where people have a sense that what they do matters, and where that sense of accomplishment is rewarded in both the pocketbook and the soul. That will be our report card.”*
 - Jack Welch, GE

Commit to a Higher Purpose

Employee Needs

Personal Motivation

Levels of Corporate Motivation

Spiritual	Service	7. Society
	Make a Difference	6. Community
	Meaning	5. Organization
Mental	Personal Growth	4. Transformation
	Achievement	
Emotional	Self-Esteem	3. Self-Esteem
	Relationships	2. Relationship
Physical	Health	1. Survival
	Safety	

Source: Richard Barrett

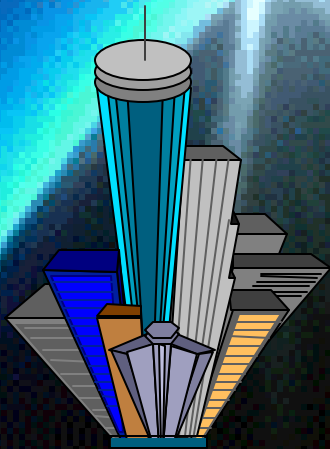
100 Best Companies Tend to Focus on Upper Levels



Shifts of Emphasis

	<u>From</u>	<u>To</u>
Staffing	● Fat	● Lean
Organization	● Vertical	● Horizontal
Workforce	● Homogeneity	● Diversity
Power Source	● Status & command rights	● Expertise and relationships
Loyalty	● Company	● Project
Career Asset	● Organizational capital	● Reputational capital

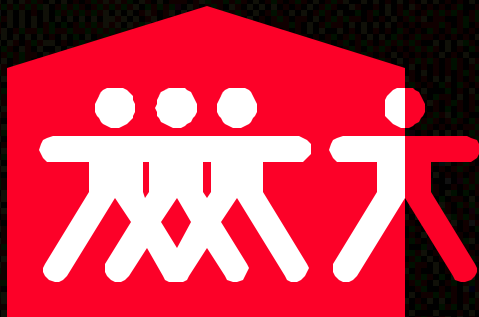
Career Development Changes



Employee competency
centered around business
rather than dept. or unit



Job ladder replaced by
specialist to strategist track



Outsourcing, for-hire experts and
contingency workers lower need
for workers with single expertise

Time: Employee Benefit of the Future

- 1973-1993: Americans lost one month of leisure time
- 94% of Americans use their free time to “recuperate from working”
- Do our best work “off-site”, at home --> “office of the moment”

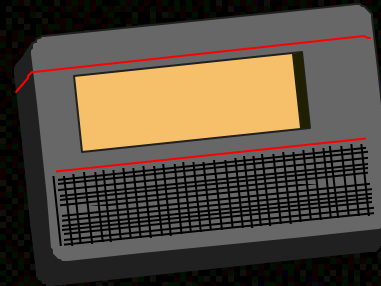


Time and Mobility: Societal Changes

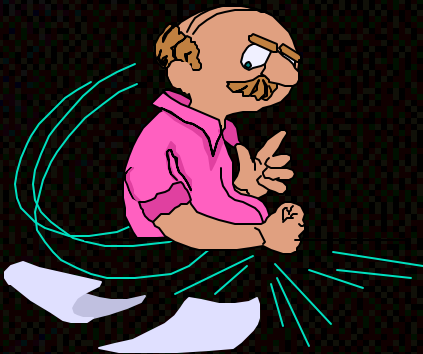


**Modular housing packed up
and shipped to new locale**

**Job mobility: change jobs
4 or 5 times**



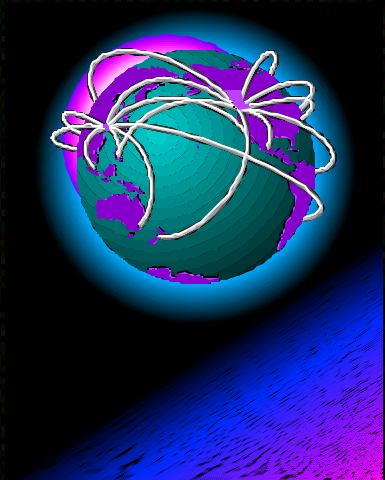
**Middle age “in”:
Youth culture “out”**



**Global satellite communications:
mini-transceiver = speak, fax, tie
into computers anywhere in world
24 hours a day**

Information Commutes, Rather Than People

2005: high capacity fiber optic cable between USA & Asia, NA & SA-->visual capability--> “electronic commuters”



1995: 60% of Americans deal with information



1795: “going to work” = equipment too big to have in one’s cottage

Artificial intelligence

Personal robots

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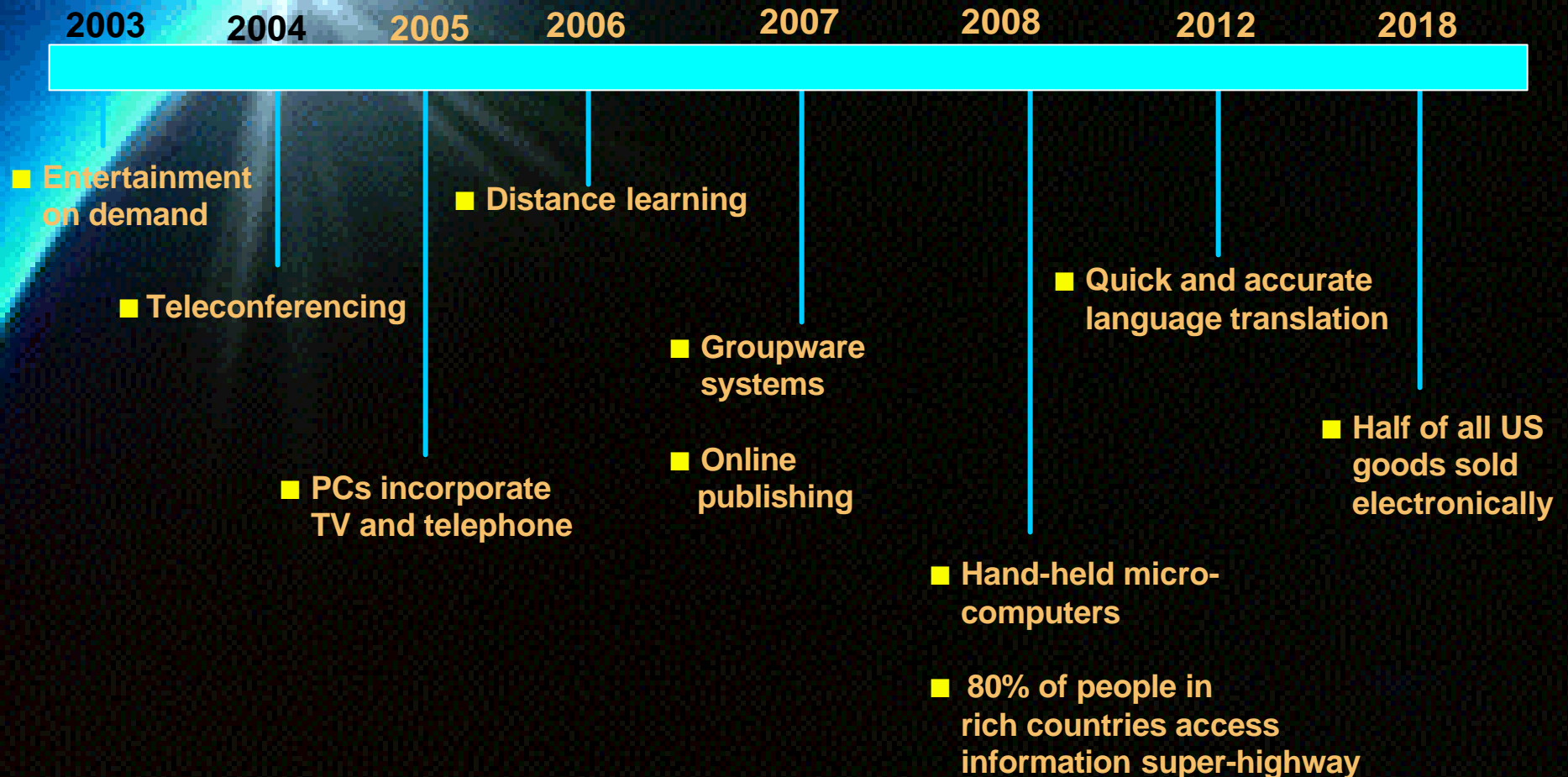
E
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Virtual reality



Future Technologies: What's Ahead



Source: GWU Forecast of Emerging Technologies

The Death of Distance

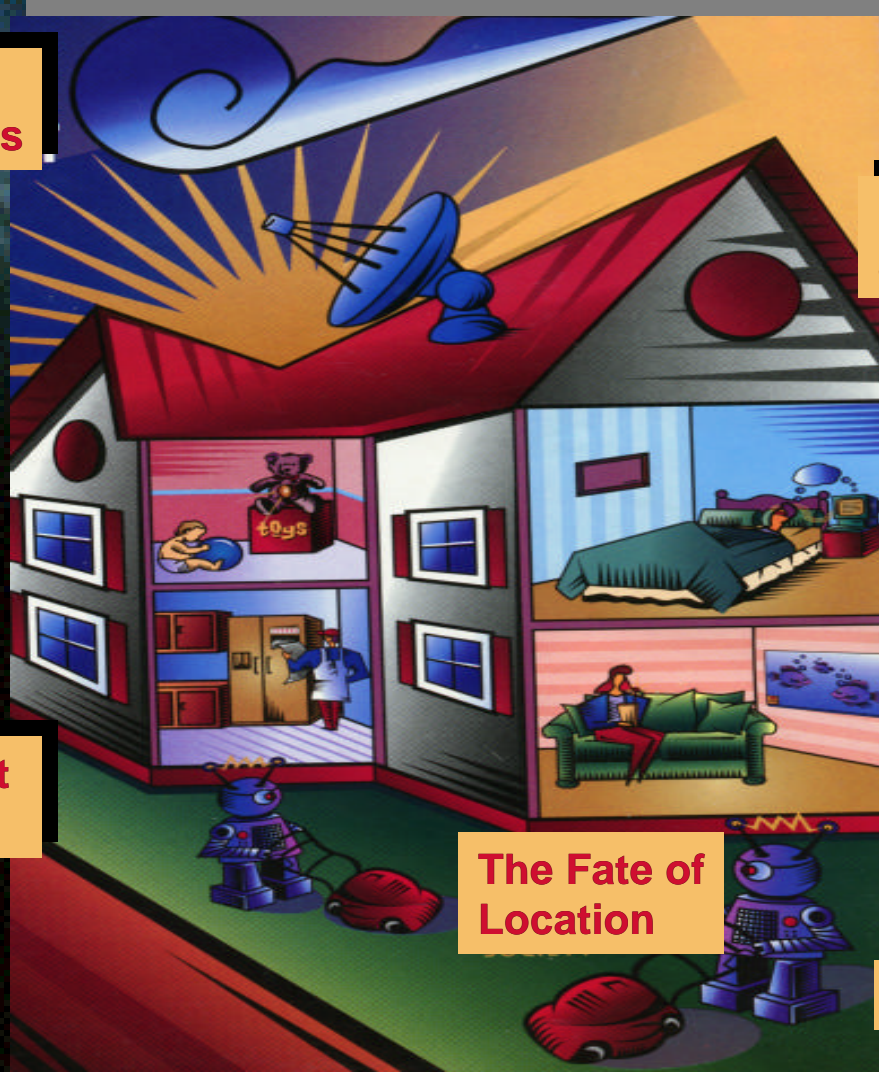
Improved
Connections

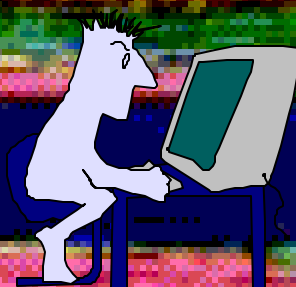
Inversion of Home
and Office

The Loose-Knit
Corporation

The Fate of
Location

Rebirth of Cities





- **Infomedia may tend to desocialize people**
- **Electronic hermits unable to work well together**
- **Challenge: seek support from people whose loyalty is to themselves**

Some Questions...

As We Move Into WorkScape 2010

How do we
hold the corporate
culture together
with virtual workers?



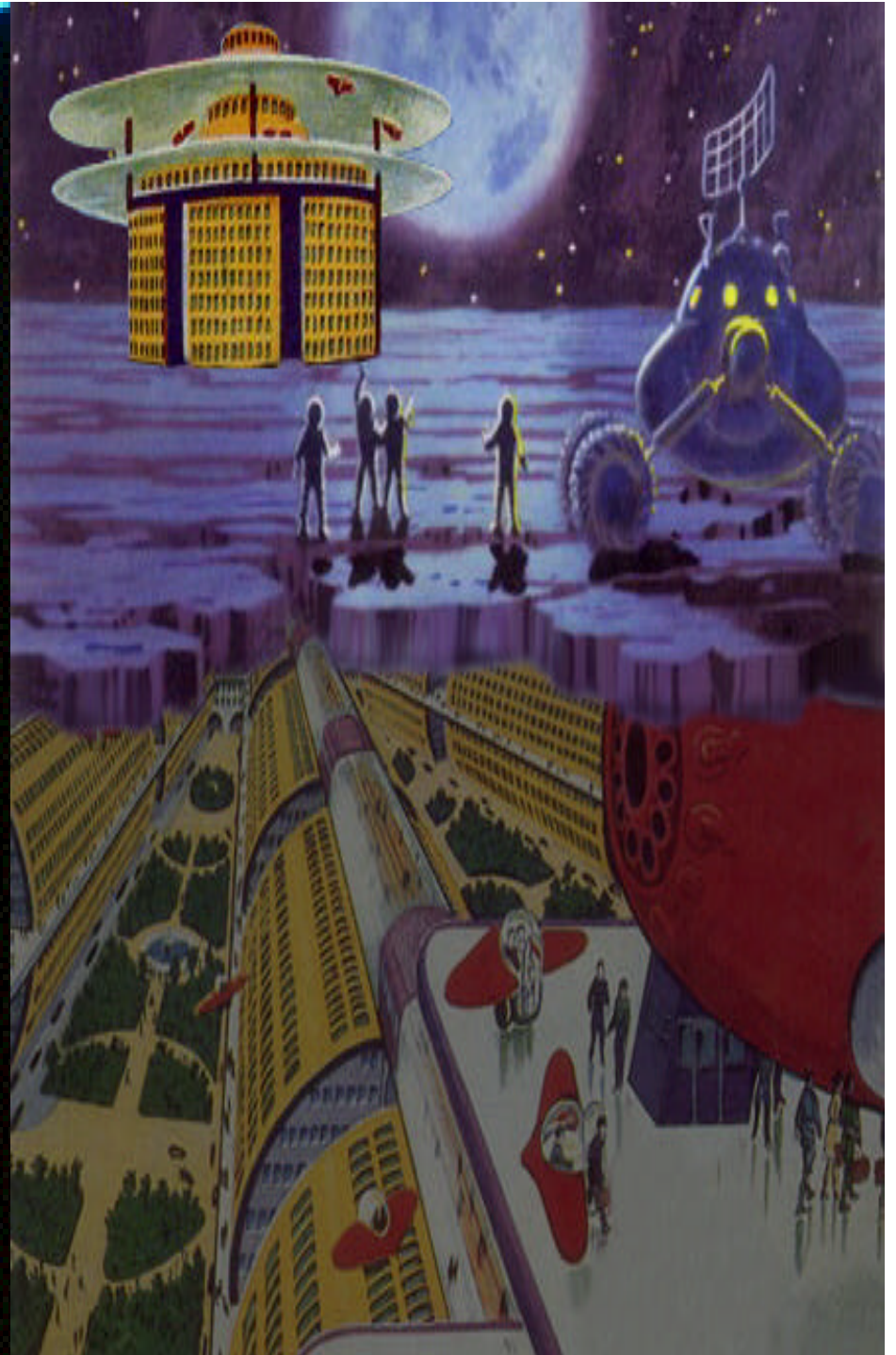
Can we resist the siren
call of fresh donuts
in the cupboard?



If heaven is the
anywhere, anytime
office..
Is hell the everywhere,
everytime office?????



Most of us prefer to walk backward into the future-- a posture which may be uncomfortable, but which allows us to keep on looking at familiar things as long as we can





Workforce of the Future

Free Agents
Building Skills Portfolio

Generational Quiz

1. Who is the ideal figure of motherhood?

- A. Donna Reed**
- B. Mrs. Brady**
- C. Clare Huxtable**
- D. Roseanne.**

2. Most inspiring American is:

- A. John Wayne**
- B. John F. Kennedy/Martin Luther King**
- C. John F. Kennedy, Jr./Magic Johnson**

3. I expect my retirement to be...

- A. The golden years when I can look back on a happy, fulfilling life.**
- B. An opportunity to finally write my novel.**
- C. An agonizing slide into abject poverty.**
- D. A daily struggle to survive in a horribly polluted world.**

Generational Quiz

4. America is becoming...

- A. More impersonal.**
- B. More frightening.**
- C. More expensive.**
- D. More bogus.**

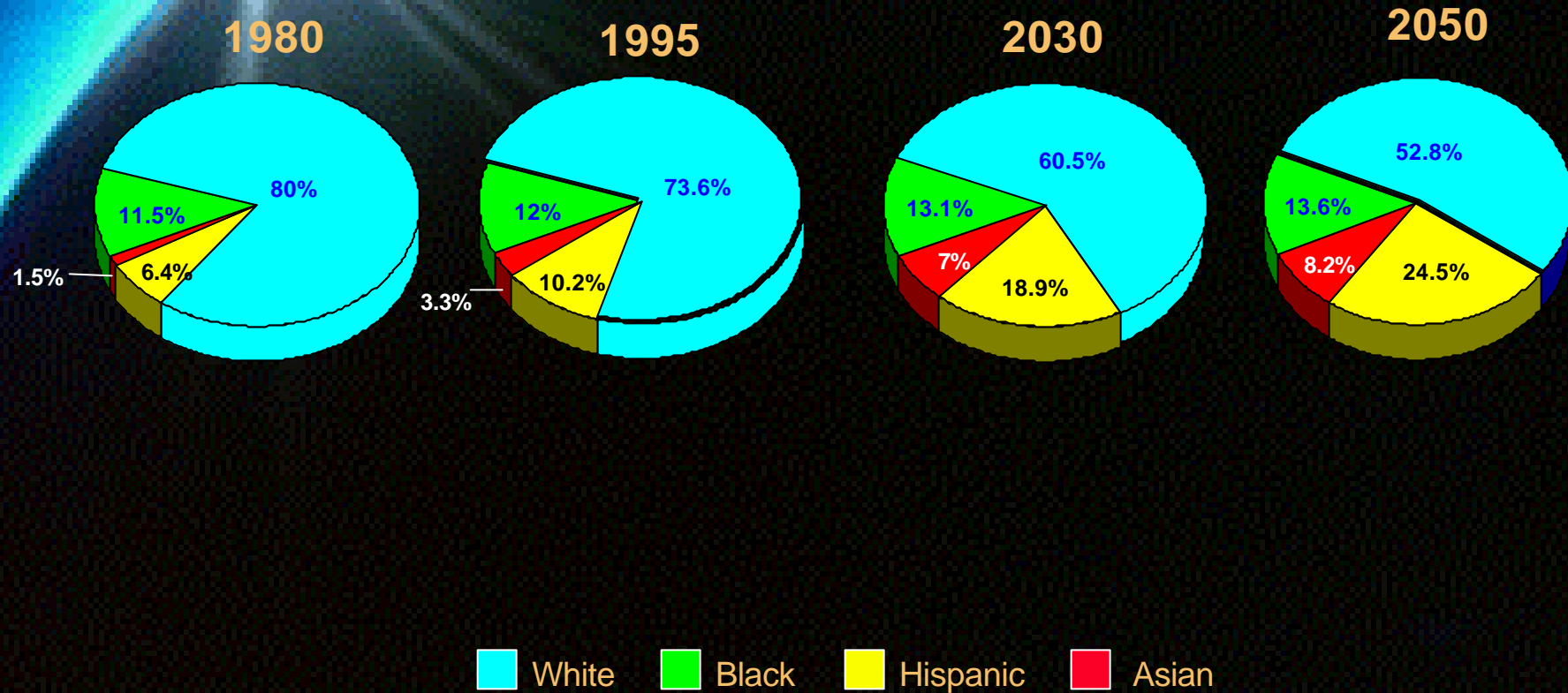
5. A good meal would be:

- A. Meat and potatoes.**
- B. Vegetarian macrobiotic.**
- C. From a drive-up window.**
- D. Microwaveable.**

6. My after-college plans:

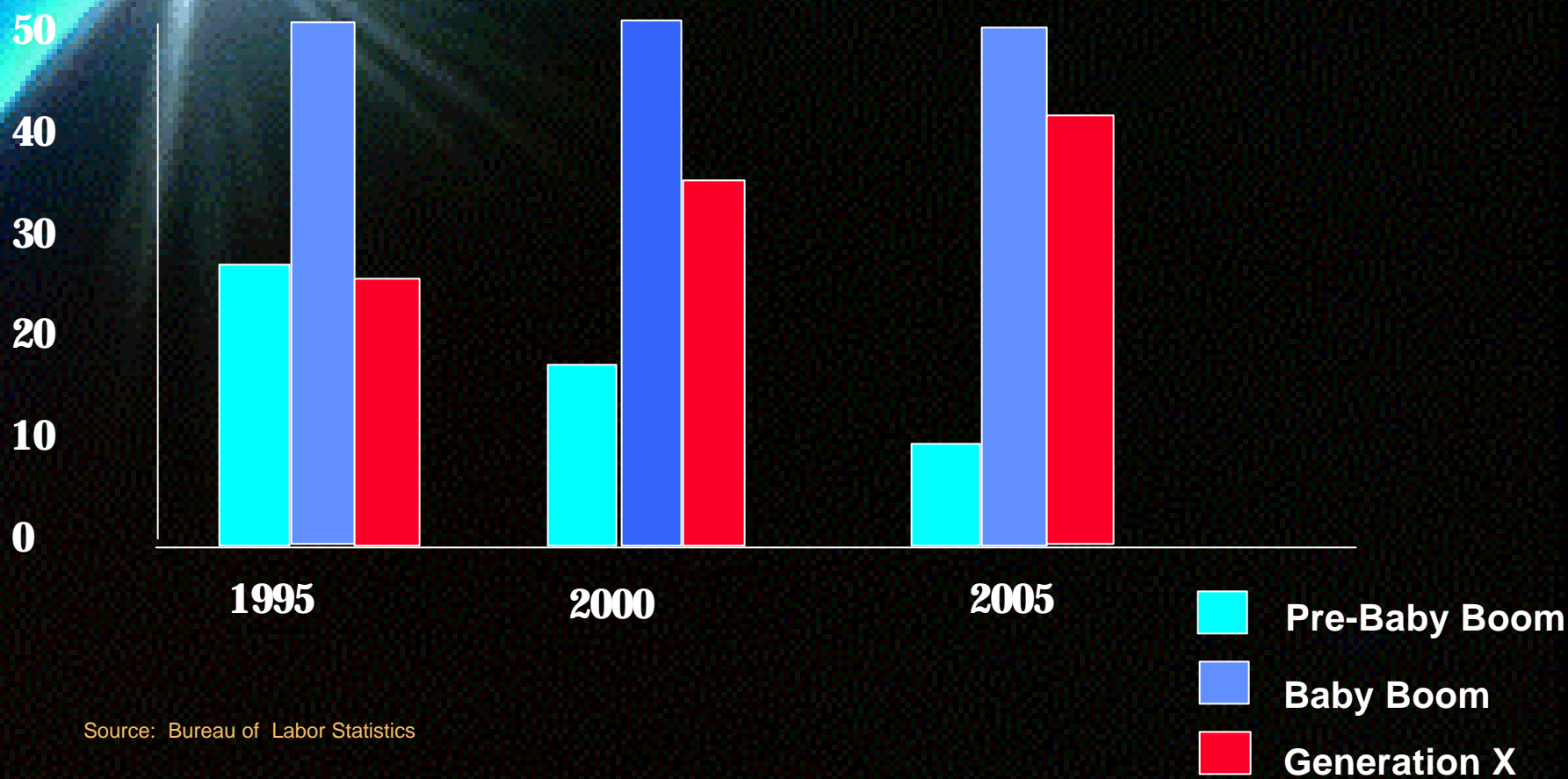
- A. Work hard to help build a strong America.**
- B. Take my pick of the many job opportunities.**
- C. Take my pick of the many low-paying temp services.**
- D. Would you like some fries with that?**

U.S. Workforce: Profound Ethnic Shift



Source: Census Bureau

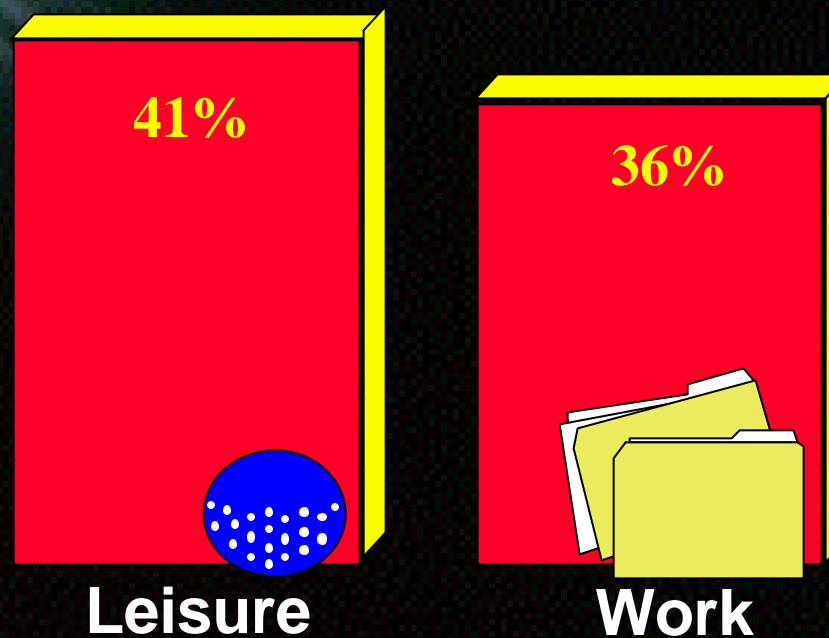
Generational Shift Dictates Stronger Focus on Xers



Boom vs. Bust: Generational Values Compared

Values	Pre-Boomers	Baby Boomers	Generation X
Desire for Independence and Control	weak-mod.	strong	very strong
-Desire to be kept fully informed	moderate	strong	strong
-Desire for choice	weak	very strong	strong
-Desire for control	strong	strong	average
Adaptability to Complexity/Change	weak	strong	very strong
-Ease with technology	very weak	moderate	very strong
-Need for stability and security	very strong	strong	moderate
-Socially oriented	strong	weak	strong
Need for Work/Life Balance	weak	strong-v. str.	strong-v. str.
-Desire for flexibility	weak	strong	very strong
-Desire for personal autonomy and fulfillment	weak	very strong	strong
Self-oriented/Skeptical of Business	moderate	moderate	moderate
-Motivated by duty	strong	weak	weak
-Skepticism about the motives of business	weak	strong	moderate
-Motivated by excitement	weak	moderate	strong
-Willingness to defer gratification	very strong	moderate	weak

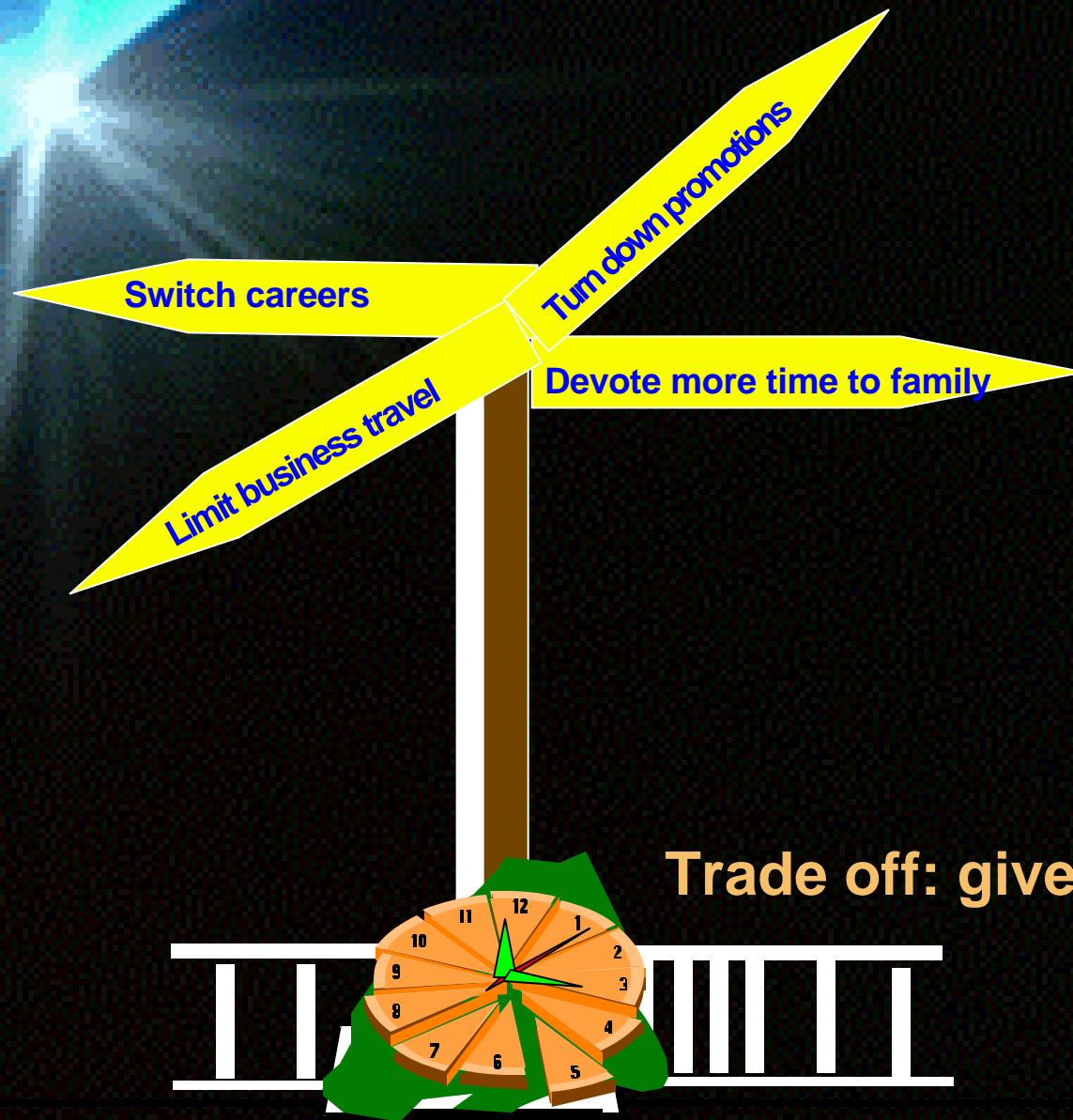
Leisure Tops Work in Importance



First time in 15 years

... except for executives

Hello, Sanity Track



Trade off: give up top jobs

Employee of the Future

From

To

<i>Job</i>	Security → Interesting, Fulfilling Work
<i>Authority</i>	Acceptance → Challenge
<i>Participation</i>	Appropriate → A Right
<i>Work</i>	Primary Activity → A Component of Life
<i>Family</i>	Second to Work → Equal to work
<i>Leisure</i>	Luxury → Entitlement

GenerationX

Slackers

Flyers

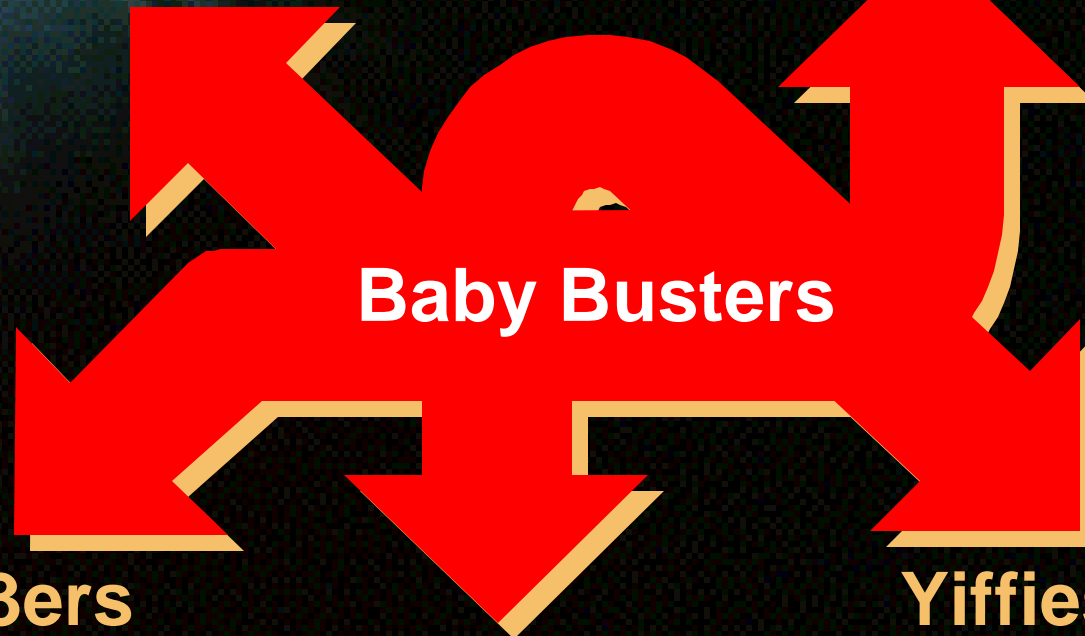
Baby Busters

13ers

Yiffies

Repair

Lurking



Boomer Press Describes Xers

“Reckless bicycle messengers, hustlers and McJobbers”
--Atlantic Monthly

“Not knowing how to do an honest day’s work”
--Psychology Today

“Flesh and blood Bart Simpsons. So poorly educated that we can’t find Vietnam on a map or date the Civil War within 50 years. With our MTV-rotted minds, and sound-bite attention spans, we are a whiny cohort with the moral compass of a street gang.”

--U.S. News and World Report

Who is Generation X?

Computer kids and latch key children grown up

The new consumers, new workers, our future leaders

Smart, skeptical, self-sufficient and searching

They want good jobs, good hours, good times, security

The “boomerang generation” who return to the nest

44 million--would be the 24th biggest country in world



Xer Myths

#1: They're slackers

#2: They're whiners

#3: They're white

#4: They're all psychically damaged children of divorce

#5: Generation X exists

Generation X

Starting Out

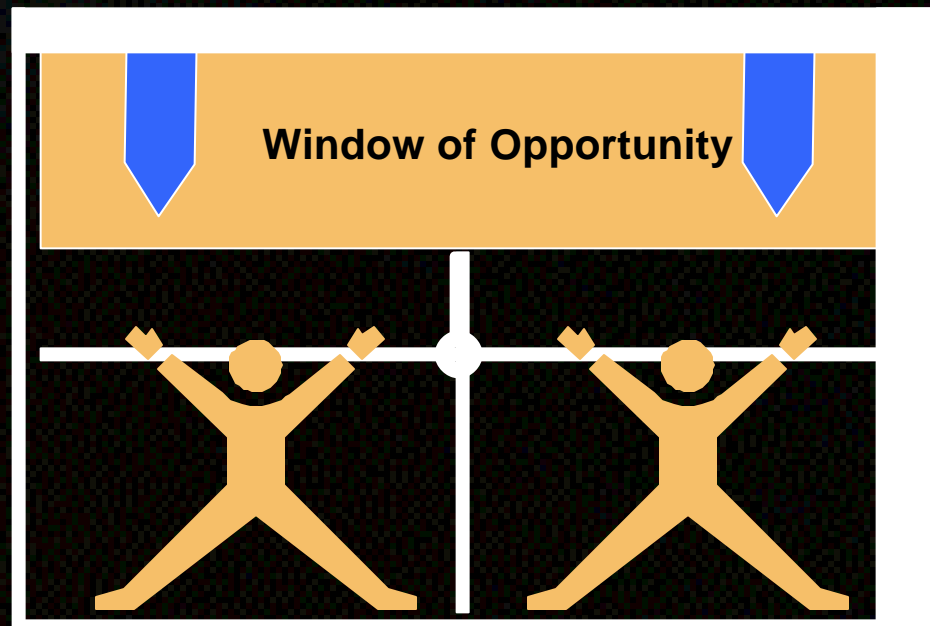
Recession

McJobs

Boomers

Vietnam War
Watergate

United by
pivotal event



X

Operation
Desert Storm
Iran-Contra

Largely
unmoved

How is Generation X Different?

**Dissolution of
nuclear family**

**Resentment
of
boomers**

**Most
diverse**

**Persuasive
influence of
TV**

**Loss
of heroes**

How Xers View Job

Xer

Unique, interesting and different
- not one friends consider dull

Stimulating, exciting, entertaining
- short-term projects--not boring

Learn leading-edge technology

Postpone commitments to keep
options open

Personal contact

Balanced lifestyle - time for
themselves, family and helping others

New Employment Contract

Here's your salary.
Your soul is ours.

\$50,000



Past:
Security

I'm leasing my
behavior to the
organization. What
do I want in return?

Present:
Values,
Lifestyle Needs



Twentysomethings: Only Stay on Job If Satisfied

Stay in job only if
completely satisfied

Harder to live as
comfortably as
previous generation

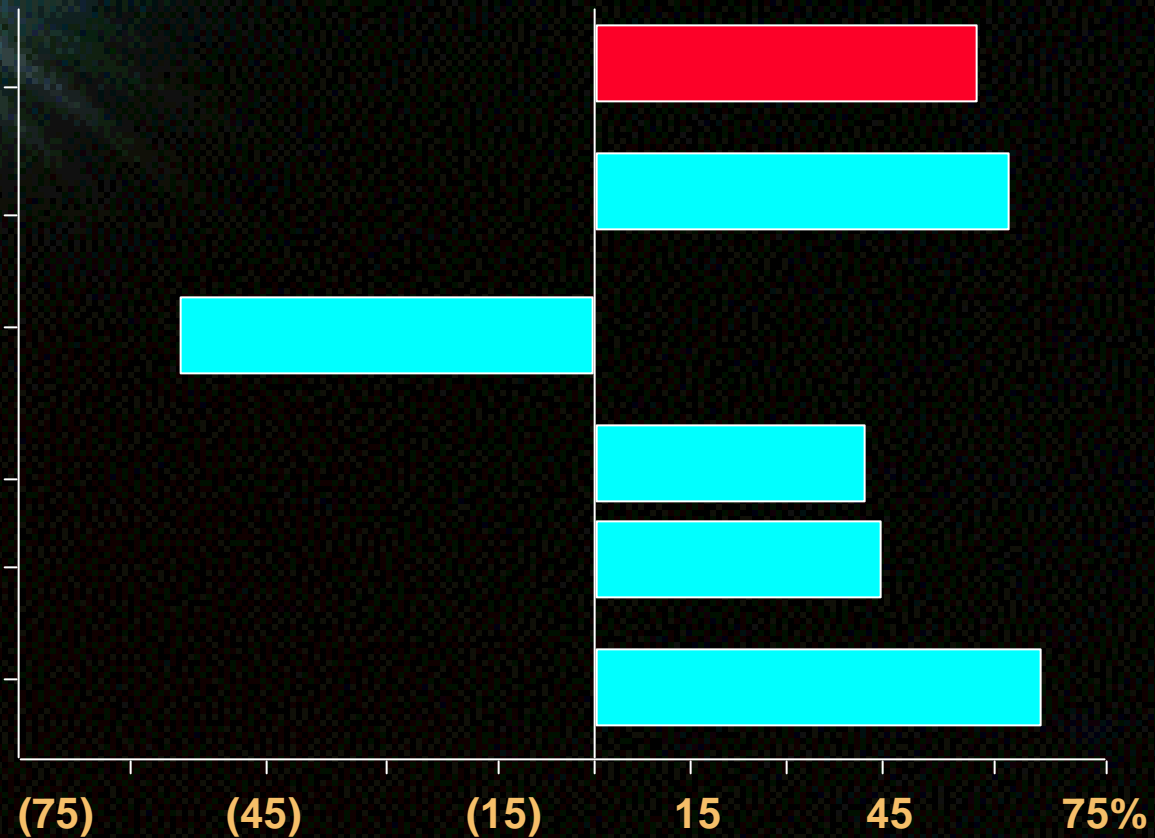
Want marriage
like parents

Spend more time

- with parents

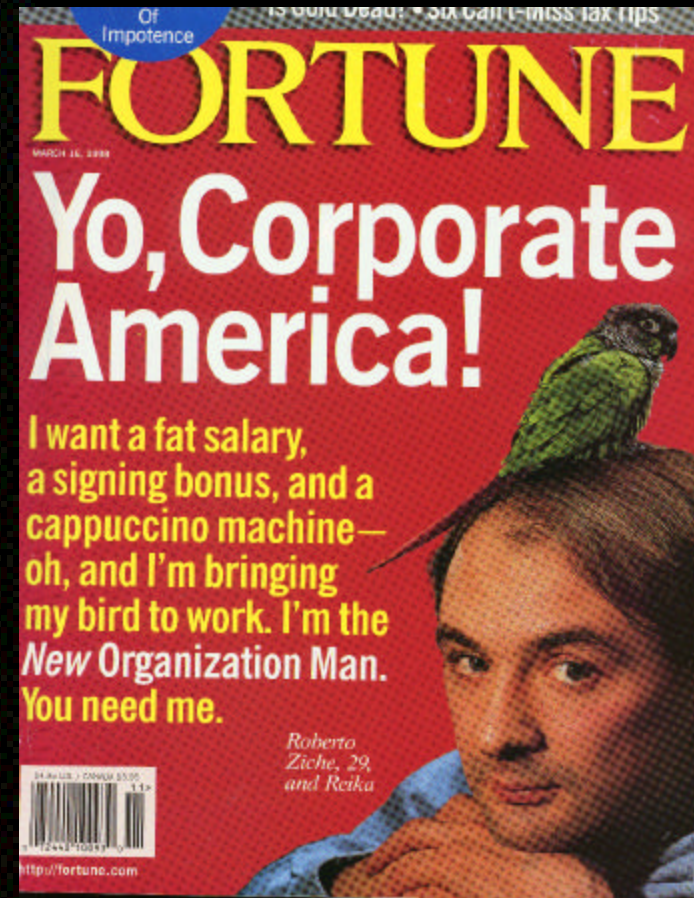
- watching TV

Spend more time
with children



Source: Time

Free Agents and the “New Organization Man”

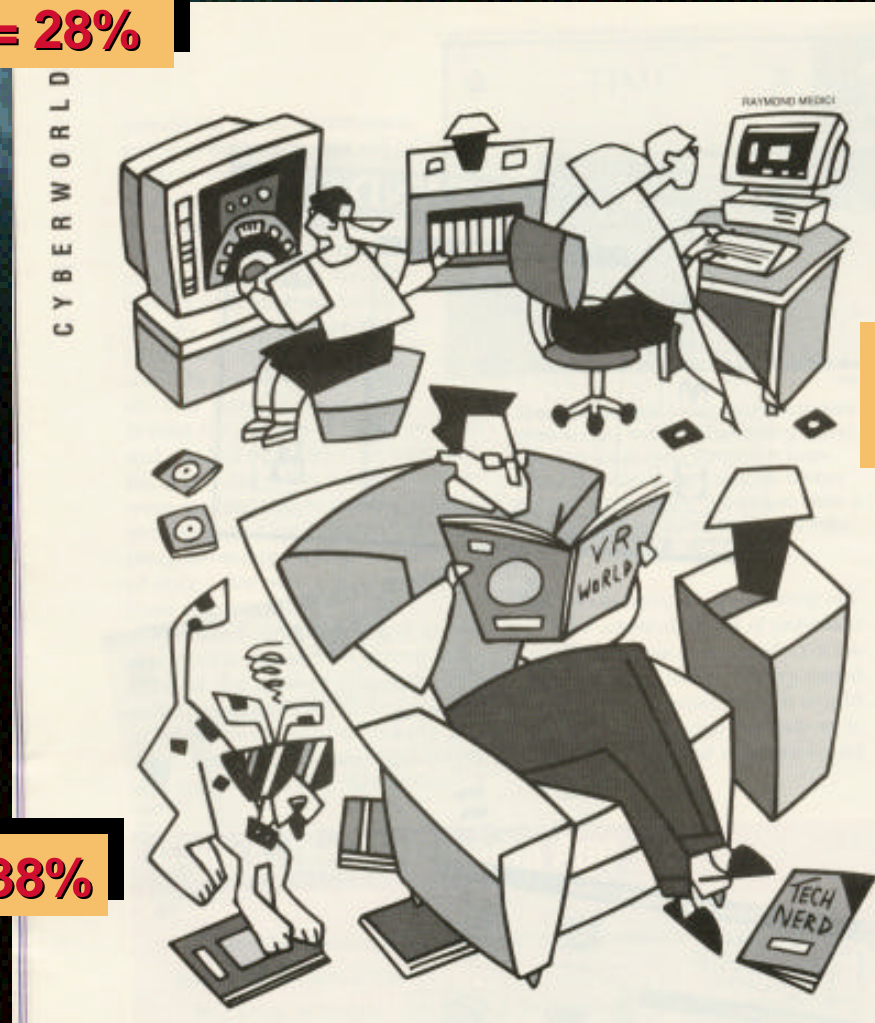


What's Important at Work?



Xers Prefer to Work at Home

At home = 28%

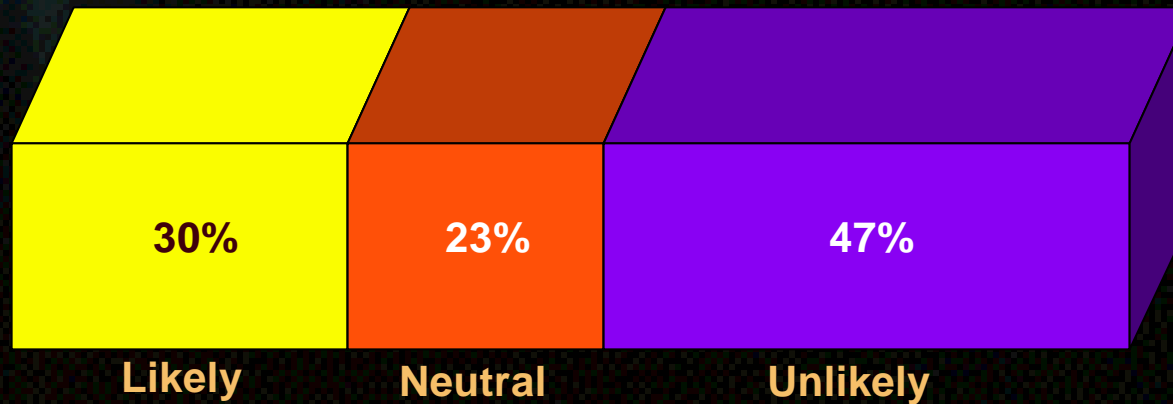


At home, but not all the time = 34%

At the office = 38%

Xers Are Not Likely to Stay With Current Employer

How likely are you to retire from your current employer?



Source: Towers Perrin Workplace Index

Conflict Between Boomers and Busters

B
U
S
T
E
R
S

You're blocking
my way

Too much
politicking- not
enough work

You're stuck in the
old hierarchy

You're not current
on technology

v.

Wait your turn

v.

Can you spell
naive?

v.

You have no respect
for authority

v.

You're right - stop
rubbing it in

B
O
O
M
E
R
S

Boom v. Bust

Boomers		Busters
Careers	Careers	McJobs (low skill, low wage)
Workaholics	Work	Should be fun
Working dad, homemaker mom	Family	Children of divorce - 40% broken homes; 70s - 12% of elementary; 30% middle school - latchkey; 3 X rate of 60s
Stay with one employer; move up ladder	Loyalty	Corporate nomads; jump ship to increase job satisfaction and income

Boom v. Bust

Boomers		Busters
Integrate work, life and family into really “together” person	Work and Family	Life is life and work is work and never the twain shall meet; work = what you do so you can have a life
Kennedy, Martin Luther King	Heroes	Pedestals - fatal flaws, Watergate - royal family, sports heroes
Consumption of 80s	Economy	Economic shift of 90s

Defining Moments of a Generation

	Pre-Boomers	Boomers	Xers
Brands	Converse	Adidas	Nike
Media	Peyton Place King Kong	Dallas Jaws	Melrose Place Jurassic Park
Phones	Rotary	Touch-Tone	Cell
Remembrances	FDR	Nixon	Reagan
Thanksgiving	With extended family	With immediate family	Turkey with mom Pumpkin pie with dad
Icons	Joe DiMaggio	Joe Namath	Michael Jordan

Source: Hughes, Ruch & Murphy

What Will Change?

Today

- New “Deal”
- Teams
- Jobs
- Credentials

Tomorrow

- Individual “Deals”
- Communities
- Projects
- Lifelong learning, electronic



What Will Change?

Today

- Time: desired commodity
- Retirement: long third stage
- Amass wealth/spend
- Success:
 - Master skills/competencies of a profession/career

Tomorrow

- Irrelevant to access
- Individualized, non-fixed
- Amass wealth of experiences
- Success:
 - Reinvent ourselves frequently





Managing Generational Differences

Can You Speak the New Office Lingo?

Dilberted

- To be exploited and/or oppressed by the boss

Ego Surfing

- Scanning the Internet or databases looking for reference to one's own name

Geeksploitation

- Taking advantage of young high-tech workers willing to work long hours if bolstered by junk food, flexible schedules and no dress code



Can You Speak the New Office Lingo?

Ohnosecond

- Miniscule fraction of time in which you realize you have made a big mistake

Prairie Dogging

- Popping up from your cubicle to glance around and see what your co-workers are doing

Uninstalled

- Euphemism for being fired



Recruiting Employee of the Future

EXTRA!!! The Times EXTRA!!!

Only 30% read
newspapers

41% watch
TV news

33% get political information

from comedy shows (SNL)



New College Grads: Top 3 Factors Important in Job

1. Enjoying what they do

2. Opportunity to use skills/abilities

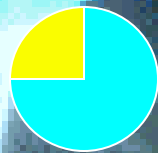
3. Opportunity for personal development

Where were pay and benefits?

5. Benefits

9. Lots of money

Life's Priorities for New MBAs



75% Developing a career



71% Building a family



**51% My own personal development
and growth**



**23% Spending time with close
friends/relatives**

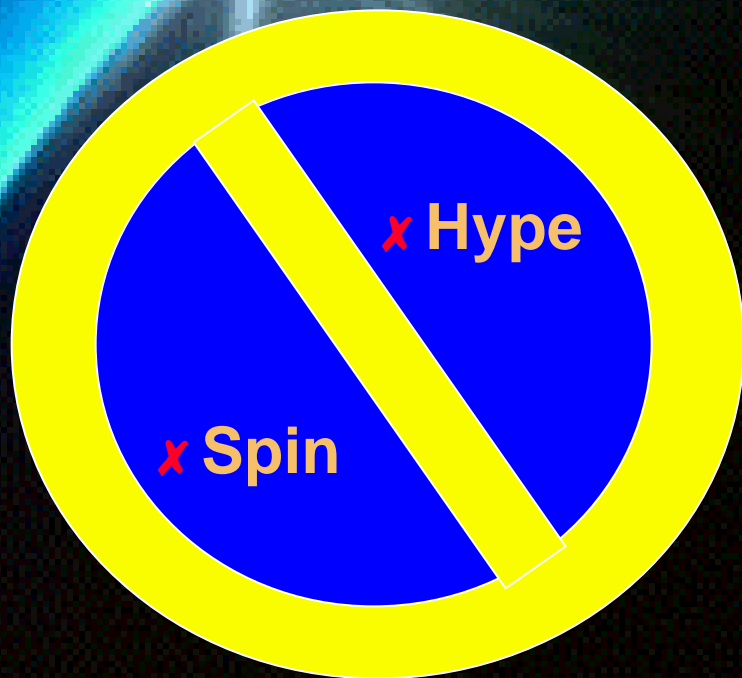


22% Starting my own business/company

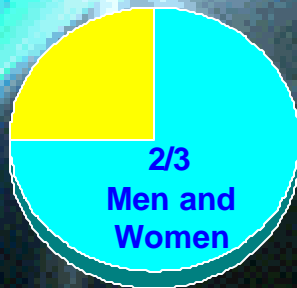
68% agree that “my family will always be more important than my career”

Source: Universum Survey of MBA Students in U.S. and Canada

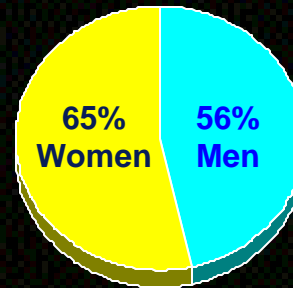
Appealing to Employee of the Future



Attracting and Retaining Two-Career Couples



■ Gives them freedom and security to leave job



■ Having a working spouse has a positive impact

- Two career couples want to:
 - Customize the pace of their career advancement without harming their chances for eventual success
 - Turn down advancement and be offered it in the future
 - Move laterally for development
 - Stay in a position for a longer period of time

Informal flexibility = benefit most valued

Xers Messages From Cyberspace*

"Most of the people I know don't have a particular problem with staying late; they just have a life outside of work.

I've come in on weekends, stayed late to get a project done. But I don't like to do it.

Life wasn't meant to be spent at work; it was meant to be enjoyed with people you value."

***America Online**

Career Advice From Top Xers

- x Choose a great company or industry, not a particular job. Do grunt work to get in the door.**
- x Don't have specific career ambitions. Broaden your talents by job hopping across functions.**
- x Trust your inner voice over outside advisers who tend to endorse the status quo.**
- x Do what you love. Quit a job when it stops being fun.**

Source: [Fortune](#)

Managing the Employee of the Future

- ✗ Offer unpredictable career paths. Allow hotshots to jump around the company.
- ✗ Dispense with written job descriptions. Assignments need to be fluid in a fast-changing environment.
- ✗ Let them do things rather than “talk things out”.
- ✗ Don’t be an over-the-shoulder, in-your-face manager.
- ✗ Loosen up. Get rid of dress codes and other rules that crimp originality.



Managing Generation X

- Help them “train for another job”
- Give them responsibility for projects
- Offer constant informal feedback rather than periodic performance reviews
- Offer access to different kinds of information
- Focus on results, not rules
- Gear work to action, not talk
- Show you really care about them as people
- Provide the larger context for work
- Don't baby them
- Hands off, but be there

Motivating the Employee of the Future

**Mission: Pride and Purpose
Engage Hearts and Minds**

Control of the Agenda

Learning

Reputation

Share of Value Creation

Seven Phases of Career Development

Transitioning

Peaking

Integrating

Reassessing

Excelling

Mainstreaming*

Dues Paying*

* Skipped by
some Xers

Source: Claire Raines: *Twentysomething*



Non-Financial Rewards Xers Seek

- Control over work schedule
- Training opportunities
- Exposure to decision makers
- Personal credit for tangible results
- Increased responsibility
- Opportunities for creative expression

Source: Rainmaker Research

Xers Design Sports Cars at Nissan

Objective: Add sports car to compete against Honda

Autonomous design team: men and women less than 28

Radical departure from past practice



Senior managers: might not have necessary creativity and knowledge

3 years later, Nissan dominated the segment



Nissan sales increased 500%--Honda lost 80% of market share

Xers Strengths: Empowered and Self-Directed From Young Age



Technoliterate

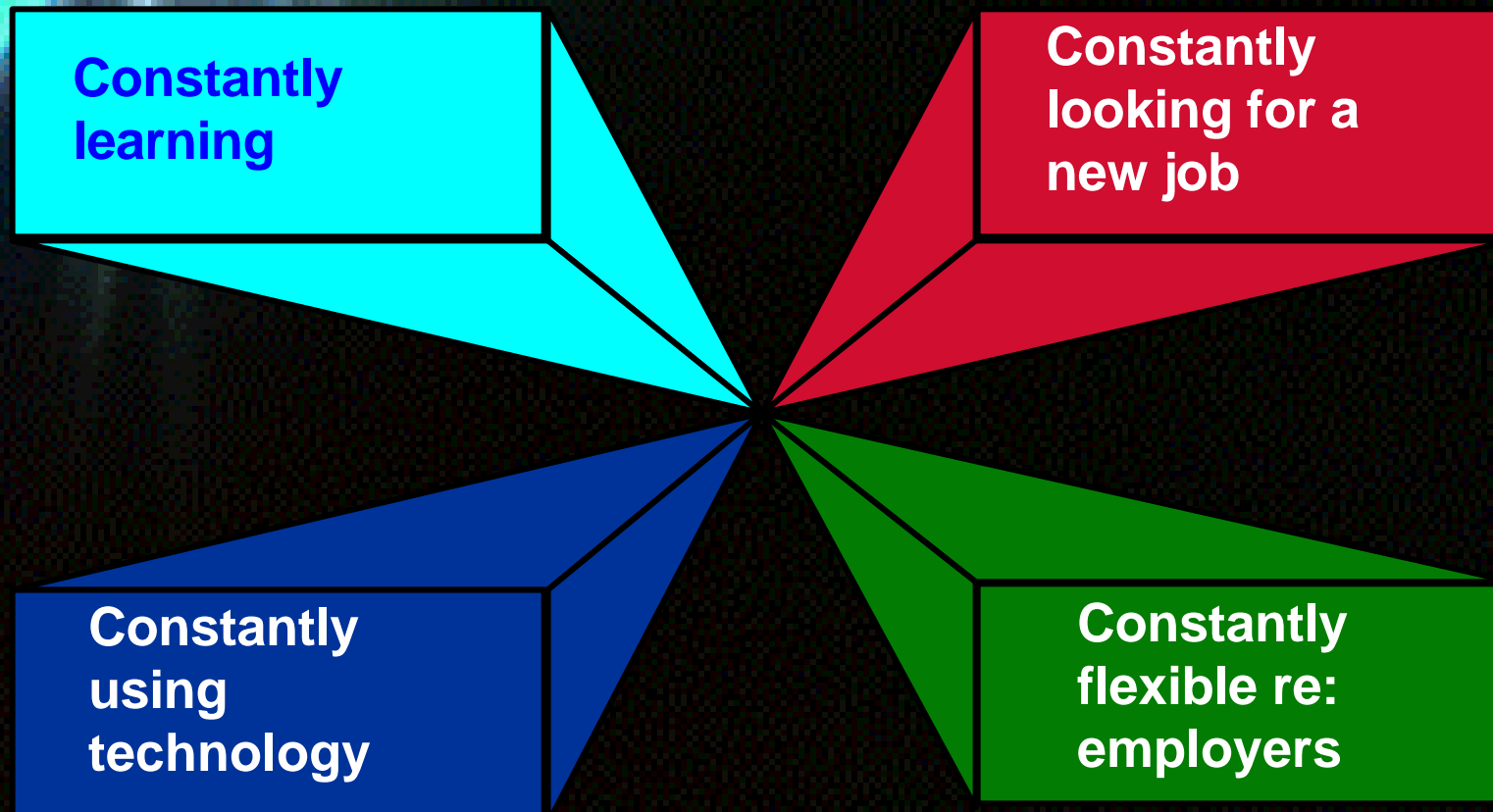
Flexible--job hoppers

Parallel thinking

Sophisticated survivalists

**Ideal for
global marketplace**

Tom Peters' Ideal Workforce*

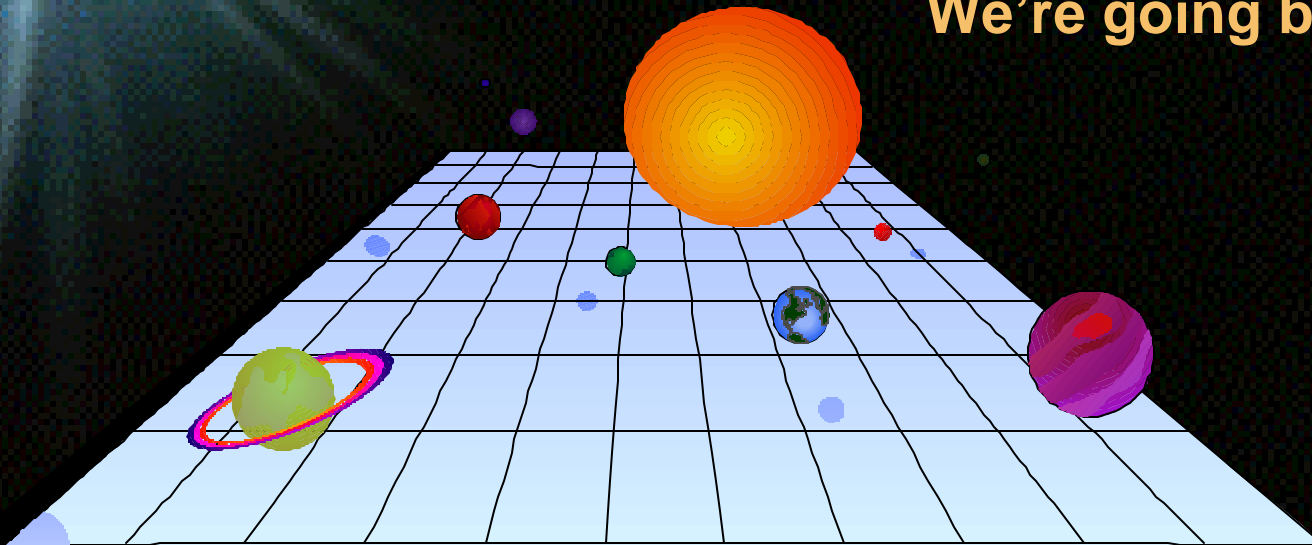


Source: Crazy Time for Crazy Organizations

Are We Ready?

If we're standing still in a world that's moving forward....

We're going backwards



The workplace, workforce revolution are inevitable....
Are we ready to reinvent ourselves?

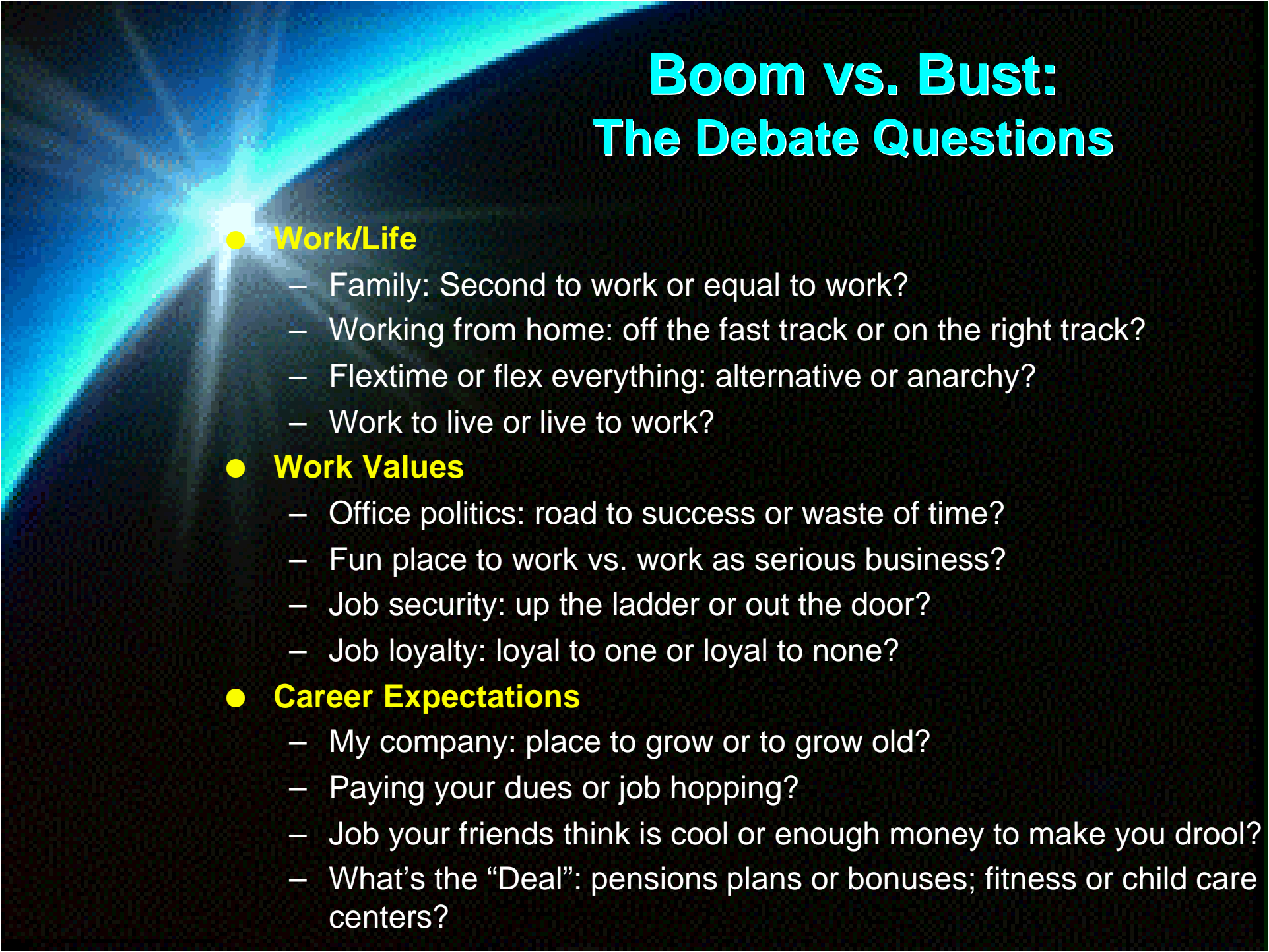


**The future is not some place we are going to,
but one we are creating.**

**The paths to it are not found, but made, and
the activity of making them changes
both maker and destination.**

Questions?





Boom vs. Bust: The Debate Questions

- **Work/Life**

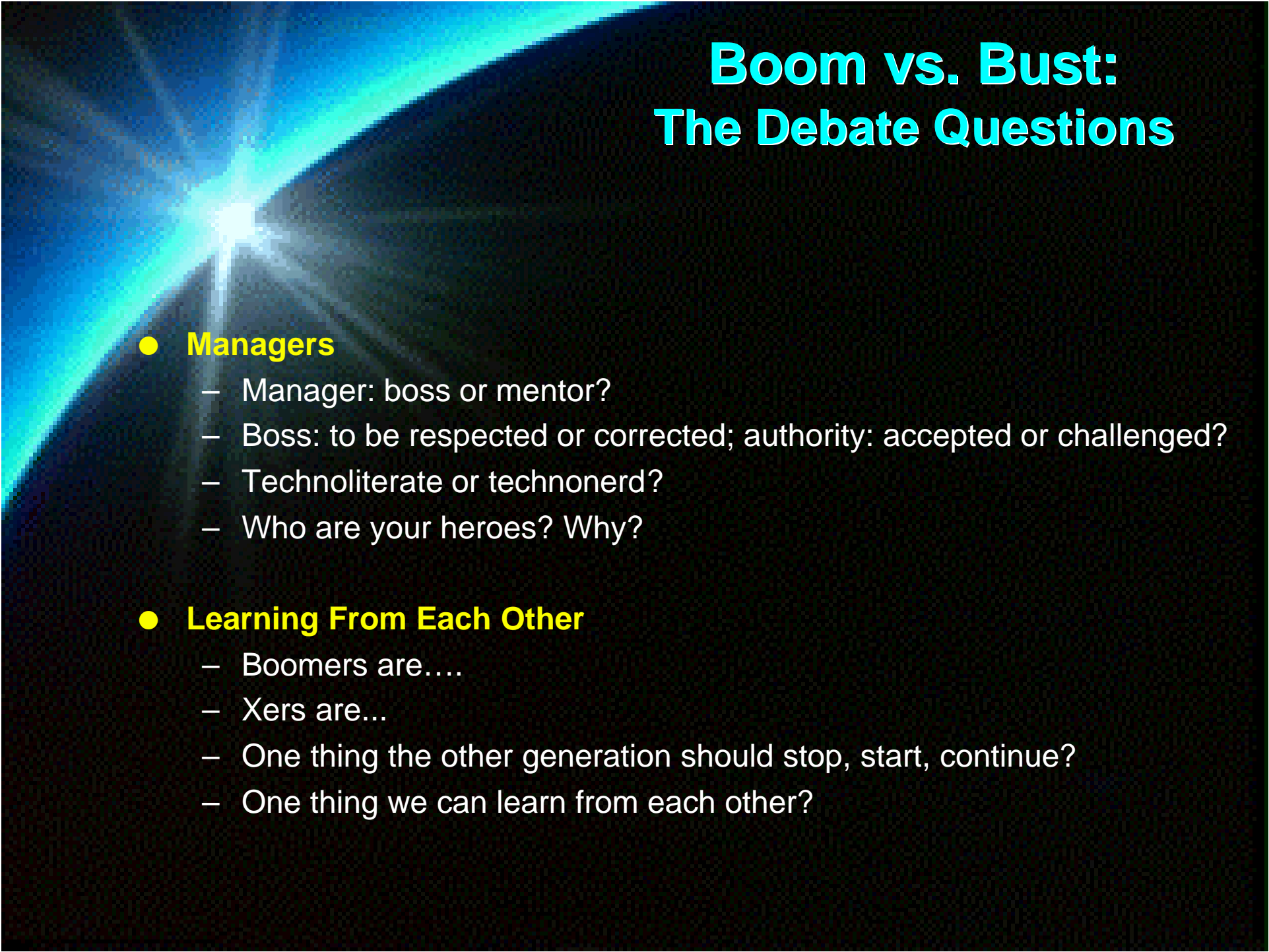
- Family: Second to work or equal to work?
- Working from home: off the fast track or on the right track?
- Flextime or flex everything: alternative or anarchy?
- Work to live or live to work?

- **Work Values**

- Office politics: road to success or waste of time?
- Fun place to work vs. work as serious business?
- Job security: up the ladder or out the door?
- Job loyalty: loyal to one or loyal to none?

- **Career Expectations**

- My company: place to grow or to grow old?
- Paying your dues or job hopping?
- Job your friends think is cool or enough money to make you drool?
- What's the "Deal": pensions plans or bonuses; fitness or child care centers?



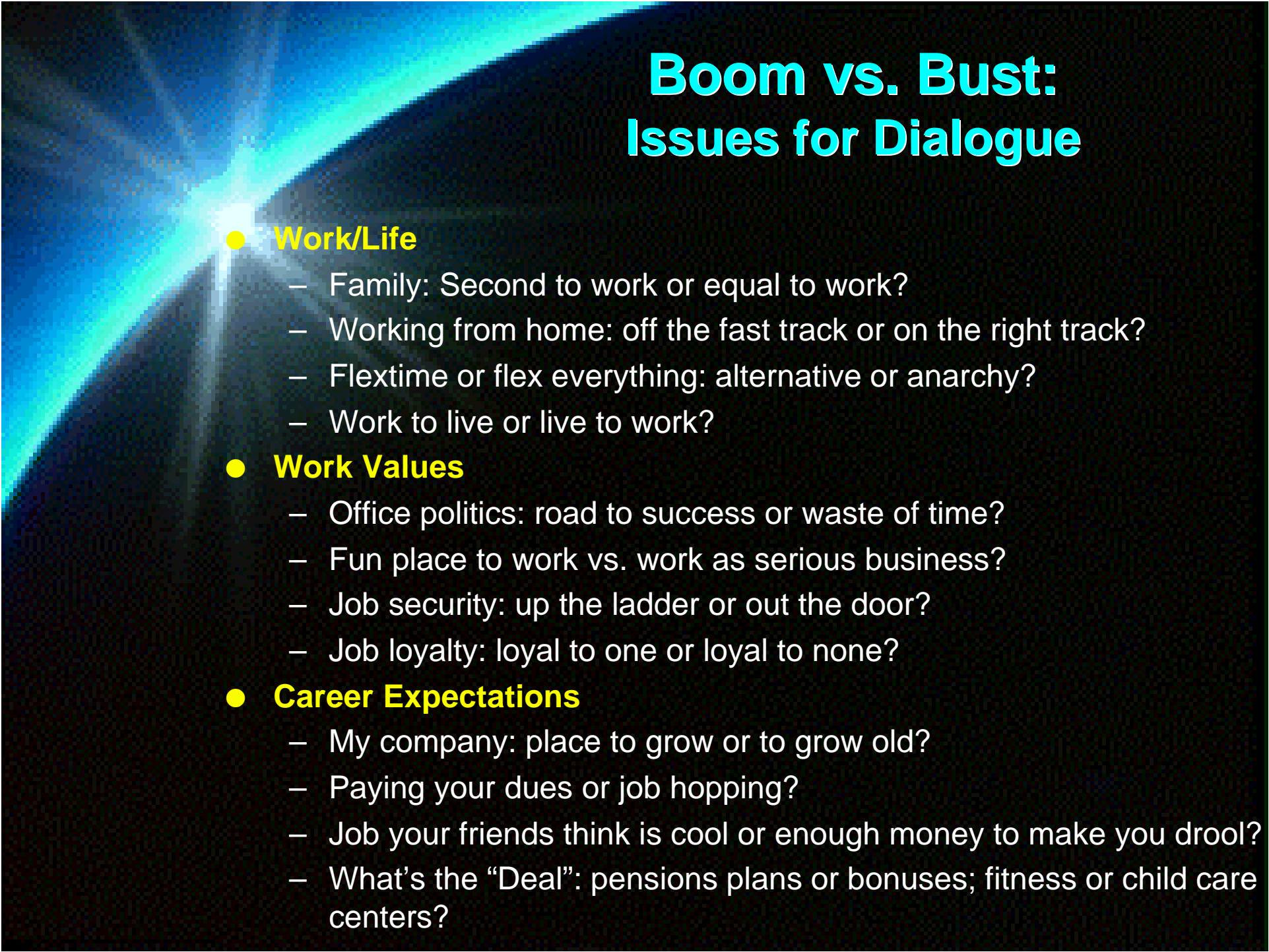
Boom vs. Bust: The Debate Questions

- **Managers**

- Manager: boss or mentor?
- Boss: to be respected or corrected; authority: accepted or challenged?
- Technoliterate or technonerd?
- Who are your heroes? Why?

- **Learning From Each Other**

- Boomers are....
- Xers are...
- One thing the other generation should stop, start, continue?
- One thing we can learn from each other?



Boom vs. Bust: Issues for Dialogue

- **Work/Life**

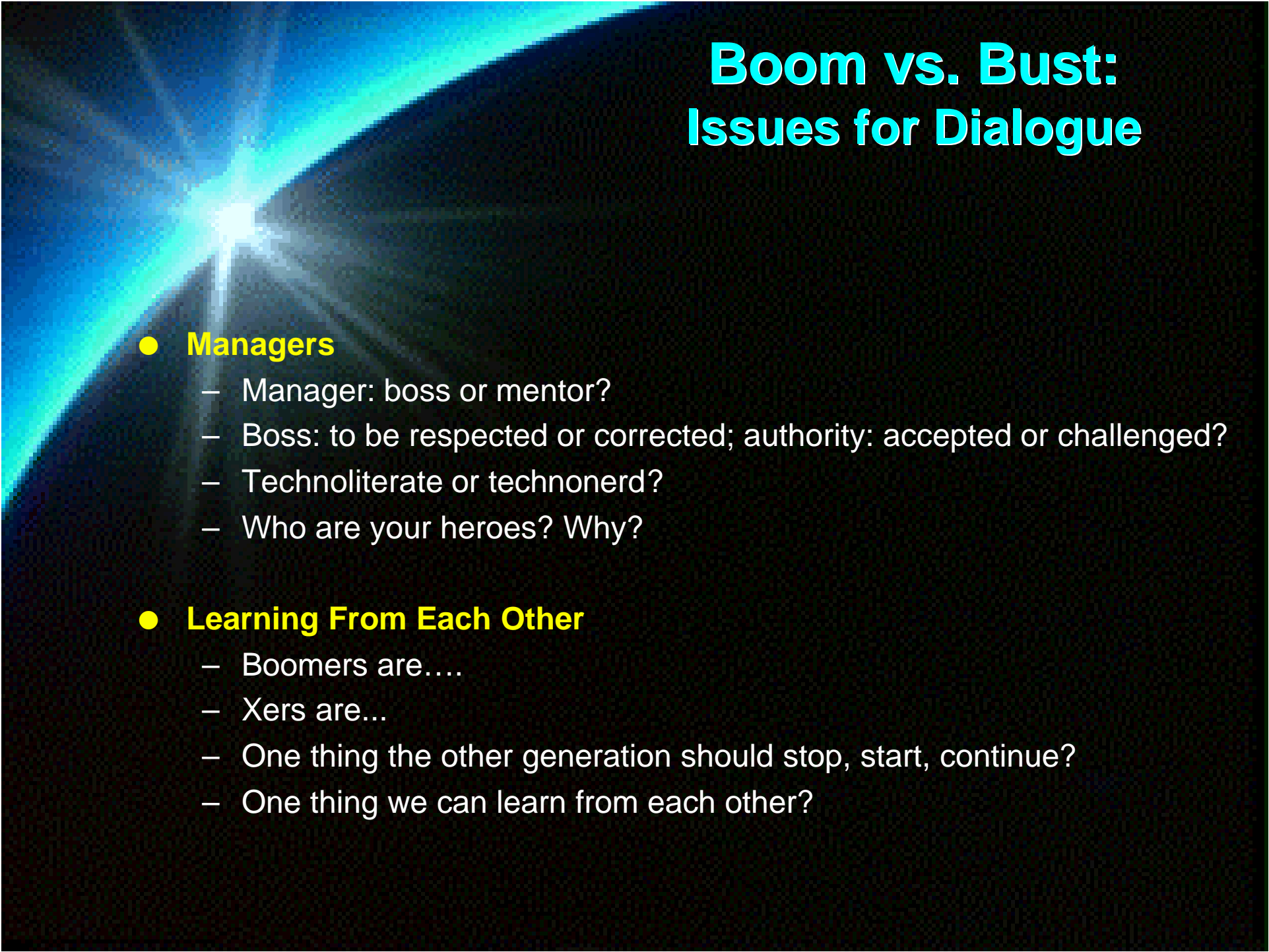
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